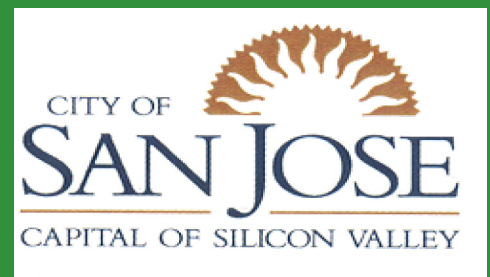# CITY OF SAN JOSÉ BEST Evaluation Report
and Summary of Mayor's Gang Prevention Task Force

FY 2012-2013 BEST Cycle XXII

PRESENTED TO:
Mayor's Gang Prevention Task Force
San José Parks, Recreation, Neighborhood Services

PRESENTED BY:
Community Crime Prevention Associates

February 8, 2014

Mayor's Gang Prevention Task Force Policy Team

Member Name	Organization
Chuck Reed	Mayor – Co-chair
Larry Esquivel	Chief of Police – Co-chair
Madison Nguyen	Vice-Mayor, City of San José
Rose Herrera	City Councilmember, City of San José
Cindy Chavez	County Board Supervisor
Mariah Artley	Tech Team Representative
Jeff Bautista	Tech Team Representative
Vamsey Palagummi	Tech Team Representative
Montez Davis	Tech Team Representative
Laurie Smith	Santa Clara County Sheriff
Carl Mitchell	City Attorney's Office
Norberto Duenas	City Manager's Office
Cora Tomalinas	Community Member At-Large
Pastor Tony Ortiz	Faith-Based Representative
Julie Edmonds Mares	Parks, Recreation and Neighborhood Services
Angel Rios	Parks, Recreation and Neighborhood Services
Evan Suzuki	San Jose Parole Office
Karen Fletcher	Interim Santa Clara County Chief Probation Officer
John Hirokawa	Santa Clara County Chief of Correction
Jeff Rosen	Santa Clara County District Attorney
Xavier De La Torre	Santa Clara County Office of Education
Dr. Mary Ann Dewan	Santa Clara County Office of Education
Molly O'Neal	Santa Clara County Public Defender
Dan Peddycord	Santa Clara County Department of Health
Judge Patrick Tondreau	State of California Superior Court - Juvenile Division
Chris Funk	Superintendent of East Side Union High School District
Dr. John Porter	Superintendent of Franklin - McKinley School District
Jeff Ruster	Work2Future Liaison

Mayor's Gang Prevention Task Force Technical Team

The following organizations have provided ongoing support and collaboration formalized through a Memorandum of Understanding with the City of San José to be members of the Mayor's Gang Prevention Task Force Technical Team. This list was last updated November 11, 2013. New members are joining as organizations complete their Memorandum of Understanding:

BEST Funded Agencies:
Asian American Recovery Services,
Asian Americans for Community Involvement ,
Asian American Center of SCC
Alum Rock Counseling Center,
Bill Wilson Center,
Catholic Charities of Santa Clara County,
California Community Partners for Youth,
Center for Training and Careers,
California Youth Outreach,
EMQ Families First,
Family and Children Services,
Firehouse Community Development Corp.,
Fresh Lifelines for Youth,
Filipino Youth Coalition,
Joyner/Payne Youth Services-Aquarius ,
Generations Community Wellness Centers, Inc.,
George Mayne Elementary School,
Girl Scouts of Northern California,
Next Door Solutions to Domestic Violence,
SJSU Research Foundation/CommUniverCity,
Pathway Society,
The Tenacious Group,
Ujima Adult and Family Services.

Non-BEST Funded Agencies:
Alchemy Academy
Boys & Girls Clubs
Bridges Academy
Cathedral Faith
Community Crime Prevention Associates
Center for Education and Training
Citizen Schools California
City Year San Jose/Silicon Valley
Code Enforcement
Community Arts & History Support
Community Members
Community United Project
County of Santa Clara-District Attorney's Office
Crossroad Calvary Chapel
CSU San Marcos
Dept of Alcohol & Drug Services
Escuela Popular
Filipino Youth Coalition (FYC)
FIRST 5 Santa Clara County
Foothill Community Health Center
For Pits Sake, Knock Out Dog Fighting
Future Arts Now
Go Kids Inc/First 5
Joyner/Payne Youth Services Agency
Kids in Common/OYP

Leadership Public Schools
LPS High School
Mexican American Community Services Agency, Inc.
Mid Peninsula Housing Services
Moreland School District
Most Holy Trinity Parish
Mt. Pleasant Elementary School District
National Compadres Network
North Side Youth Sports League
Oakgrove School District
Office of Supervisor Chavez
Office of the District Attorney
P.A.R.T.I.
Project Access
Pueblo de Dios
Regional Medical Center
ROHI
Sacred Heart Community Service
San Jose Job Corps Center
San Jose Jazz
San José Youth Commission
Santa Maria Urban Ministry
Santa Clara Valley Medical Center
SCC Fatherhood Collaborative
Seneca Families of Agencies
Silicon Valley Children's Fund
St. Maria Gorretti Parish
Superior Court
Teen Force
The City Peace Project
THINK Together
Unity Care Group
Victory Outreach
Westfield Oakridge
Work2Future
Xtra - Assist
Year Up Bay Area
Young Life
YWCA Silicon Valley

City of San José Departments/Programs
San José Mayor's Office Staff,
San José City Council Staff
San José Police Department,
Independent Police Auditor,
Work 2 Future,
Youth Commission,
PRNS Community Centers,
San José Public Library,
PRNS-Anti Graffiti Program,
PRNS-Clean Slate Tattoo Removal Program,
PRNS-Safe School Campus Initiative.

Other Government Offices
Santa Clara County Board of Supervisors,
Santa Clara County District Attorney's Office,
Santa Clara County Dept. Alcohol & Drug Services
Santa Clara County Juvenile Probation.
Santa Clara County Sheriff Department
Santa Clara County Corrections Department
FIRST 5 Santa Clara County

Schools
San José Unified School District,
Moreland School District,
Oakgrove School District,
East Side Union High School District,
Latino College Preparatory Academy,
Franklin McKinley School District,
Alum Rock Union Elementary School District,
Escuela Popular
Santa Clara Office of Education.

City of San José BEST Cycle XXII
Final Evaluation Report FY 2012-2013

Acknowledgments

BEST 2012-13 Evaluation Findings

The City of San Jose's Mayor's Gang Prevention Task Force Strategic Work Plan, and the Bringing Everyone's Strengths Together (BEST) 2012-13 program Final Evaluation Report reflects Cycle XXII (22) of the City's commitment to deliver services to youth that are most at-risk for gang involvement. Key findings for the BEST Cycle XXII Final Evaluation Report are based on the information and data analyzed for the 2012-13 program year, including customer and stakeholder surveys and assessments, program performance data and short-term, intermediate and population results.

Key Findings

Youth at highest risk for gang involvement are receiving services to transform their lives. BEST youth profiles indicate that funded grantees increased their service by 29% to customers that are at higher risk and impacted by gangs and active in the gang lifestyle as compared to Cycle XXI. This increase translates to precisely 959 more youth that received services who were at greatest risk for exposure to and influence of anti-social behavior and the greatest potential to experience personal transformation and engagement in pro-social activities.

Youth report better pro-social skills. Seventy-three percent (73%) of youth reported they can identify their anger and express it in non-violent ways due to BEST care. Additionally, seventy-three percent (73%) of youth indicated their ability to work with others is better because of BEST services.

Youth report re-engagement in school. Sixty-nine percent (69%) of youth who self-reported not attending school last year indicated they are now attending school this year. This represents 253 BEST youth customers who are attending school that previously were not engaged in school. Their collective re-engagement in school represents an estimated $2.3 million in additional school revenue (if they successfully attended school for an entire academic year) to educate and socialize high risk youth. This indicator holds promise for a cost effective measure for BEST intervention services.

Youth report reduction in drug use. Sixty-two percent (62%)of youth who self-reported using drugs last year indicated they are no longer engaged in drug use this year. This represents 594 BEST youth customers that have changed their high risk behavior and stopped using drugs.

Reduction in Recidivism for Youth Engaged in Pro-Social Activities. Eighty percent (80%) of youth previously arrested reported not getting re-arrested while receiving BEST care and services. This represents 558 youth who were not re-arrested while a BEST customer during Cycle 22.

BEST funded staff have built capacity to implement evidence based principles. BEST staff completed assessments of their organizations ability to utilize evidence based principles in delivering services. Collectively, 68 BEST funded staff members indicated that they have achieved consistency and proficiency in delivering evidence based principles and practices that are observable and can be demonstrated to others. The next step in continuous quality improvement is for BEST funded agencies to demonstrate their ability to support the learning of other program leaders through documentation, tools, etc.

BEST Grantees' Score Card for Cycle XXII

BEST Grantees Score Card results for Cycle XXII are based on the information and data analyzed for the 2012-13 program year, including customer and stakeholder surveys and assessments, grantee quarterly reports, program performance data and short-term, intermediate and population results.

Was the BEST funding spent on intended services described in grantee contracts?

★ Yes, BEST funded 23 contracts to grantees totaling $2.2 million to serve the children and youth of San José. Nine percent of funds were allocated to early intervention services and the remaining 91% was disseminated to high risk intervention services.

Was the BEST funding spent efficiently?

★ Yes, this year's costs for services continued to be an efficient use of resources. BEST grantees spent 96% of their BEST funds and 99% of matching funds totaling 97% of total funds spent. BEST grantees matched BEST funds with $1.5 million from their partners. The average cost per hour of service was $9.73 for BEST funds and $16.40 for total funds (BEST and matching dollars). The cost per hour for total funds reflects an increase of $3.02 from last year.

Were the intended recipients of BEST services reached?

★ Yes, BEST grantees served 4,959 unduplicated children and youth customers during Cycle XXII. Eighty-three percent of targeted youth customers were "high risk" and "gang impacted." Ten percent were "gang intentional" and 7% of youth were "at risk."

Were the BEST services delivered as planned?

★ Yes, 217, 715 hours of direct service were delivered and each customer received an average of 44 hours of service and care. This year, 87% of grantees met or exceeded their contracted service delivery plan for the specified number of hours of service, indicating room for improvement in delivering planned services.

Were BEST customers satisfied with program services?

★ Yes, children and youth customers gave BEST services a 90% satisfaction rating while parents gave the same services for their children a 93% satisfaction rating. Both scores reflecting very high satisfaction with BEST services.

How were BEST participants changed for the better due to program services?

★ Seven out of ten youth reported improvement in pro-social skills such as increasing alternative methods to violence and their ability to work with others. Youth customers also reported engagement in school and/or job training/work. Ninety percent of BEST youth participants surveyed indicated they are currently attending school and 31% reported they are working or in job training.

How are we doing transforming and improving our community?

★ BEST services are showing promise in reducing recidivism by engaging youth customers in pro-social activities and support services. Eighty percent of youth who were previously arrested reported not getting re-arrested while receiving BEST care and services.

Are our key population result indicators moving in a desirable direction?

★ Yes, population result indicators for school success and crime related to violence and gangs, over the time period of FY 2006 to FY 2012, are moving in a desirable direction. Expulsion rates over time have reduced by 51% while suspension rates have decreased 58%. Gang related incidents, during the same period, have gone down by 69%.

Highlights of San José BEST Services

Below are highlights of the effort, effect, and performance of BEST grantees for Cycle 22.

Effort of BEST-Funded Services for this Year

• BEST funded 23 contracts to grantees, totaling $2.2 million to serve the children and youth of San José. Nine percent (9%) of funds were allocated to early intervention services and the remaining 91% was disseminated to high risk intervention services.

• BEST grantees matched BEST funds with $1.5 million from their partners. BEST grantees spent 97% of their BEST funds and 99% of matching funds.

• Grantees served 4,959 unduplicated children and youth customers with 217,175 hours of direct service. Each customer received an average of 44 hours of service and care with an average of $718 spent on each customer.

• The average cost per hour of service was $9.73 for BEST funds and $16.40 for total funds (BEST and matching funds). The cost per hour is the bottom line or output of effort. It is calculated by dividing the amount of funding spent by the hours of direct service delivered. This years cost continued to be an efficient use of resources but shows an increase in cost per hour from last year.

BEST Grantees Met Goal to Spend Funds & Deliver Contracted Services

As the dashboards indicate below, Cycle XXII BEST grantees collectively spent 97% of their total funding and delivered 123% of their planned contracted services during FY 2012-13.

Total Funds Spent

Quarter — Half — 3 Quarter — Full — **97%**

Hours of Service Delivered For Year

Quarter — Half — 3 Quarter — Full — **123%**
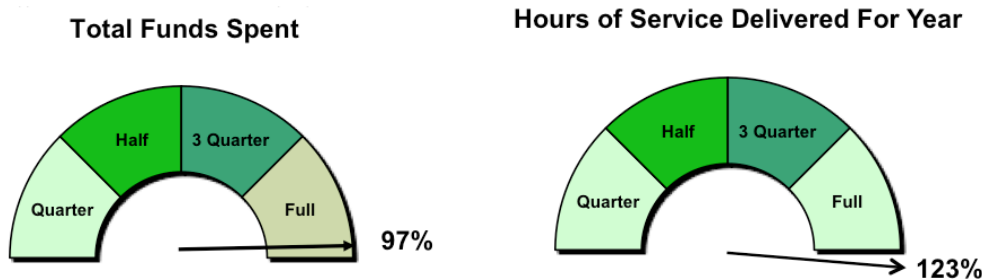
Effect of BEST Funded Services For the Year - Customer Satisfaction

Children and youth customers gave BEST services a 90% satisfaction rating; parents gave the same services for their children a 93% satisfaction rating. Both satisfaction scores reflect positive and high ratings.

Customer Satisfaction

0-25% — 25-50% — 50-75% — 75-100%

Low — High

Youth 90%
Parent 93%

BEST Served More Customers That Were High Risk and Gang Impacted

BEST made a concerted effort to serve high risk and gang impacted youth this year- precisely 959 more as compared to last year. BEST grantees also focused on building additional capacity in the area of evidence-based principles and practices this year. The following chart indicates the growth in capacity to serve more high risk and gang impacted youth. Definitions can be found in Appendix A of this evaluation report.

Chart 1

Percent of BEST Customers that are High Risk and Gang Involved Increased From Last Year

Chart 2

Type of BEST Customer
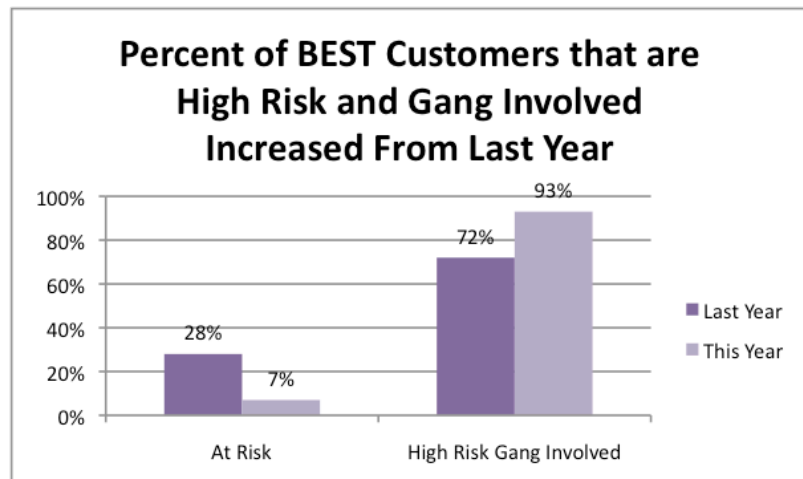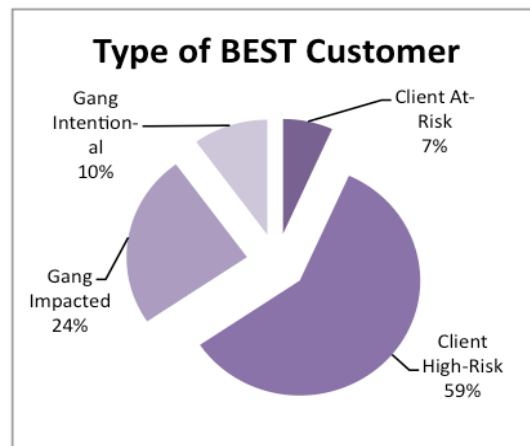
Effect of BEST Funded Services - Youth and Parent Service Productivity

In addition to satisfaction with services, BEST agencies are assessed on how much change they produce in their youth customers. The assessment of "service productivity" (Green, 2003) or the effects of services involves designing questions that relate to service goals for individual customers and phrasing them so that the responder considers whether change occurred due to the services. The amount of productivity for services is calculated by averaging the responses.

BEST funded services were effective in achieving positive changes in the behaviors and skills of children and youth customers for targeted youth developmental assets. Parents indicated that BEST funded services were effective in producing 88% of targeted changes in their children. Targeted changes are attitudes, behaviors, skills and knowledge that allow children and youth to develop needed youth assets to ensure a positive future. Collectively, BEST service providers achieved the performance goal of 70 % for each type of service productivity. Chart 3 illustrates the scores reported for parent and youth by service productivity for FY 2012-13.

Chart 3

Youth and Parent Service Productivity Scores

Worse   Same   Better
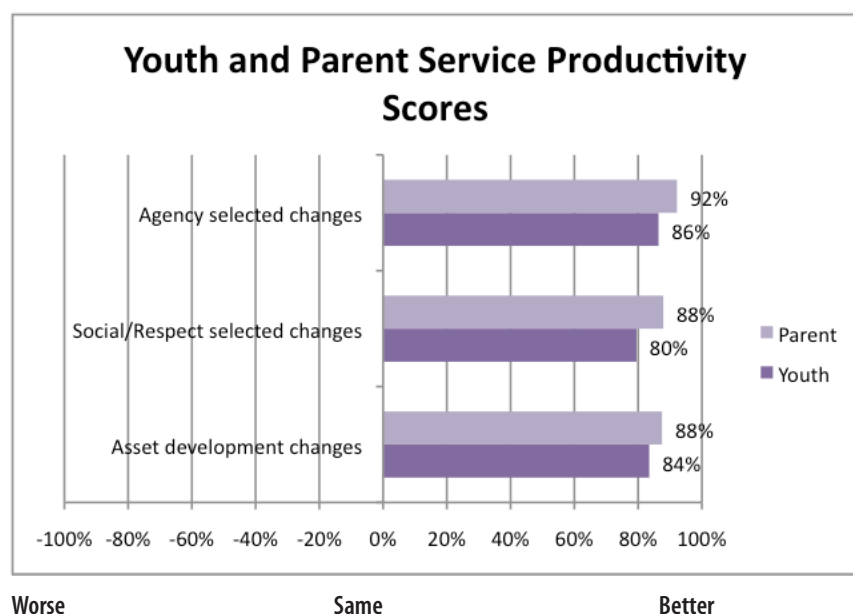
Service Productivity Scores Show Improvement from Last Year

Service productivity scores showed growth from last year to this year. This improvement demonstrates that the BEST Service Providers are increasing their effectiveness in producing positive social and civil behaviors in their customers. Effectiveness results remain high but reflect a slight decrease from last year due, in part, to the significant increase in high risk and gang impacted youth served this year as compared to previous years.

Three types of service productivity are assessed for BEST agencies—asset development service productivity, social/respect, and agency-specified service productivity. Service productivity ranges from 100% to minus 100%, with zero meaning no change overall. A score of 100% means the responder improved on all items or targeted changes; a score of minus 100% means the responder got worse on all items. Zero percent when customers indicated that they got no benefit or change because of the BEST funded services.

Chart 4

Growth in Youth Reported Service Productivity

Agency selected changes — 86% (This Year), 83% (Last Year)
Social/Respect selected changes — 80% (This Year), 77% (Last Year)
Asset development changes — 84% (This Year), 80% (Last Year)

Worse — Same — Better
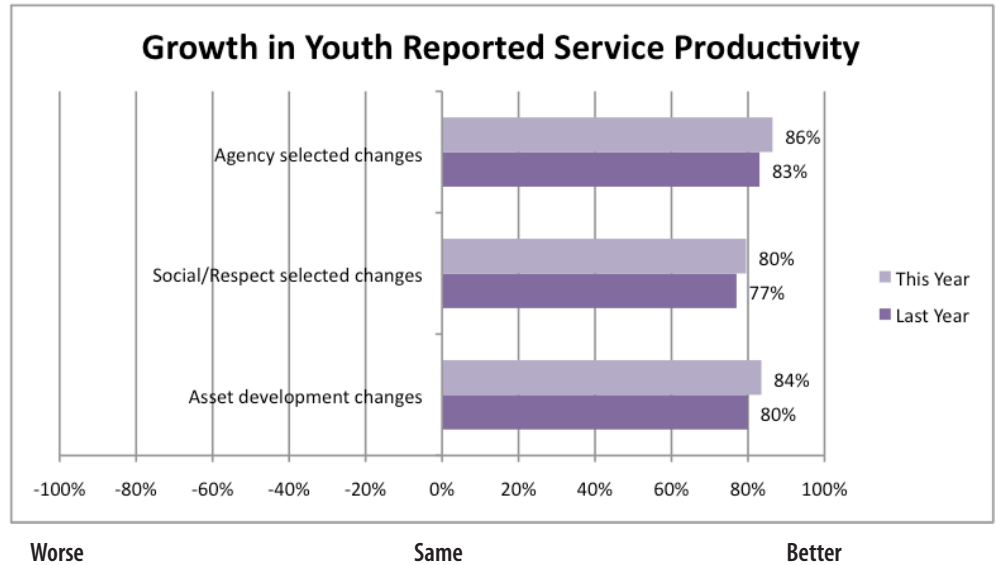
Staff Assessment Service Productivity Scores of Youth Customers

BEST funded grantee staffs conduct individual assessments of their youth customers that measure agency selected targeted changes and pro-social behavior service productivity. Staff assessments indicated a score of 92% for agency selected service productivity and a score of 79% for social/respect (pro-social behavior) service productivity. Both service productivity scores indicate that staff members are observing positive changes for the better in their youth customers.

Chart 5

Staff Reported Service Productivity

Agency selected changes — 92%
Social/Respect selected changes — 79%

Worse — Same — Better
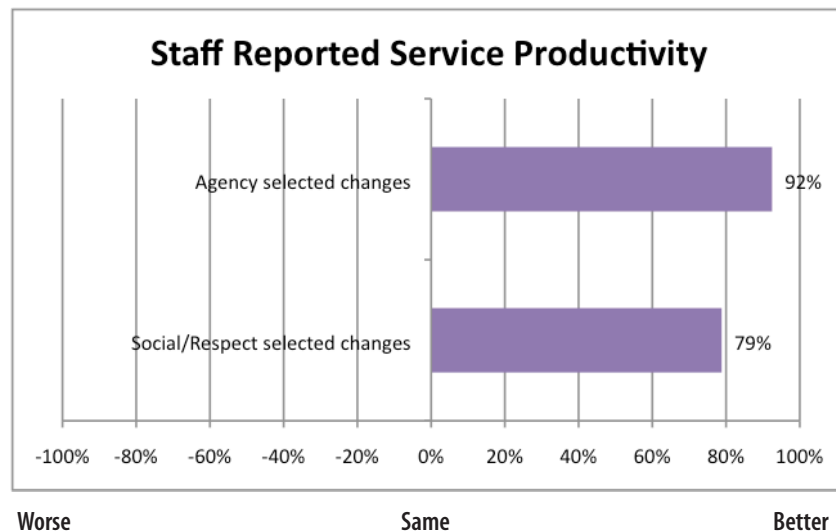
Performance of BEST Funded Services for This Year

Effort
- At the beginning of each fiscal year, grantees develop a service plan that indicates the scope of work they will complete for their grant. This year, 87% of grantees met or exceeded their contracted service delivery plan for the specified number of hours of service. The performance goal was 95% of planned activities.

Satisfaction
- Ninety-one percent (91%) of grantees met or exceeded the BEST goal for children and youth satisfaction and 96% of grantees met the performance goal of 80% for parent satisfaction of the services and care provided to their child.

Service Productivity: Asset Development Changes
- All the BEST grantees report on similar child and youth developmental asset targeted changes. This year, 86% of grantees met or exceeded their performance goal for growth in targeted child/youth developmental assets as indicated by their child and youth customers. Ninety-six percent (96%) of the parents surveyed indicated that the program in which their child was involved met or exceeded their performance goal for targeted changes in their child's developmental assets. The performance goal was 70%.

Service Productivity: Agency Selected Changes
- All of the BEST grantees/agencies select changes that are targeted to their specific service delivery and unique to their program. This year, 83% of grantees met or exceeded their performance goal to stimulate growth in the grantee's selected, targeted changes as indicated by their child and youth customers. Eighty-six percent (86%) of grantees met or exceeded their own performance goal regarding selected changes in youth being reported by parents or guardians. The performance goal was 70%.

Service Productivity: Social-Respect Changes
- Sixty-five percent (65%) of grantees met or exceeded their performance goal for growth in social-respect changes as indicated by their child and youth customers. Ninety percent (90%) of the parents surveyed indicated that the grantee program in which their child was involved met or exceeded their performance goal for targeted changes in their child's social-respect attitudes and behaviors. The social-respect service productivity is an attempt to measure changes from a street code or gang mindset to a pro-social or civilized mindset. The performance goal was 70%.

Service Productivity Index
- Ninety-one percent (91%) of the grantees met the performance goal for their Service Performance Index (SPI), a score of greater than 600 points out of 1000. The SPI is modeled after the most widely used measure for overall performance and quality, the Malcolm Baldrige National Quality Award. Desirable SPI scores of 600 to 700 were obtained by 12% of the grantees and high SPI scores were above 700 points obtained by an additional 71% of the grantees. Two grantees or nine percent (9%) of grantees had an undesirable SPI score.

Sixty-one percent (61%) of the grantees or 14 grantees made all six of the major performance goals. Seventy-eight percent (78%) met five of more of the six performance goals. Two grantees missed five of the performance goals.

The following table summarizes BEST grantees performance in meeting six target goals for this year: 1) delivery of planned amount of service; 2) customer satisfaction; 3) asset development service productivity score; 4) grantee selected service productivity score, 5) social-respect service productivity and 6) SPI for this year.

Table 1

BEST Grantees Performance Summary for Cycle XXII of FY 2012-13	Number	Percent
Grantees That Met all Six Performance Goals	14	61%
Grantees That Met Five Out of Six Performance Goals	4	17%
Grantees That Met Four Out of Six Performance Goals	3	13%
Grantees That Met Three Out of Six Performance Goals	0	0%
Grantees That Met Two Out of Six Performance Goals	0	0%
Grantees That Met One Out of Six Performance Goals	2	9%
Grantees That Missed All Six Performance Goals	0	0%

At a Glance Score Card: Effort, Effect, and Performance for This Year
Cycle XXII BEST Grantees Collectively Met All Performance Goals

BEST Performance Logic Model Evaluation System

Perfor-mance Account-ability Model	Logic Model	BEST Evaluation Questions	BEST Cycle XXII Answers to BEST Evaluation Questions for FY 2012-2013					Met Performance Goals
EFFORT	Inputs	What did BEST fund for services?	Annual BEST Funding $2,197,449	Annual Contract Budget Match w CalGrip $1,464,458	Total Funds (BEST +Match w CalGrip) $3,661,907	Cal Grip Funding Included in Match $203,929	Percent Matching Funds 67%	Yes, did not need all the planned funds to deliver planned services
		What did BEST spend on services?	BEST Funds Spent $2,142,444	Matching Funds Spent $1,473,468	Total Funds Spent $3,615,912	Percent of BEST Funds Spent 97%	Percent of Total Funds Spent 101%	
	Staff	Who were the staff providing services?	Number of Paid FTE Staff 72.40	Years Experience 10.8	Years Schooling 15.0	Male 45.7%	Female 54.3%	Yes
	Customers	Who are our youth customers?	Total Unduplicated Customers 4,959	Male 52%	Female 48%	Level of RPRA Developmental Assets LOW	Youth Risk Level for Criminogenic Behavior HIGH	Yes, 0.3% of customers were Native Americans
			0-5 yrs 0%	6-10 yrs 11%	11-14 yrs 16%	15-20 yrs 63%	Adults (over 20) 9%	
			Asian Pacific Americans 14%	African Americans 7%	Latino Americans 73%	Caucasian Americans 2%	Other/Multi-racial 3%	
			Client At-Risk 7%	Client High-Risk 59%	Gang Impacted 24%	Gang Intentional 10%	Unassigned 0%	
	Strategies	What service strategies did we conduct? (Note: Percentage of hours of service delivered.)	Personal Development and Youth Support Groups 28%	Short Term Curriculum Youth Support Groups 6%	Social Recreational and Comm. Service 21%	Gang Mediation/ Interv/Crisis 5%	Outpatient Substance Services 5%	Yes
			Services for Adjudicated Youth 12%	Parent Family Support 4%	Domestic Violence Services 2%	Truancy and Educational Support 15%	Community Gang Awareness 2%	
	Activities	How much services did we provide?	Total Planned Hours of Services for Year 177,045	Total Actual Units of Service Year 217,175	Percent of Actual Services Year 123%	Hours of Service per Customer 44	Percent of Youth Not Arrested During Services 93%	Yes
	Outputs	How much did the services cost to deliver?	Actual Cost per Hour BEST Funds $9.87	Actual Cost per Hour Total Funds $16.65	Cost per Customer BEST Funds $432	Cost per Customer Total Funds $729	Average # of New Caring Adults Connected to Youth 3.8	Yes
EFFECT	Customer Satisfaction	Were our youth and parent customers satisfied with our services?	Average Satisfaction of Youth (0-100% on 4 items) 90%		Average Satisfaction of Parents of Youth (0-100% on 4 items) 93%		Youth Participation in Services (% High or Highest) 72%	Yes, Satisfaction > 80%
	Service Productivity Initial Outcomes	Were our services effective in producing change for the better for our customers?	Service Productivity (% of targeted changes achieved minus % missed)		Youth Report of Their Changes	Parent Report on Their Child Changes	Staff Report on Customer Pro-social Behavior and Agency Selected Changes	Yes, Service Productivity > 70%
			Asset development changes		80%	88%		
			Social/Respect selected changes		76%	87%	76%	
			Agency selected changes		82%	92%	87%	
	Service Quality, Reliability and SPI	Were our services equally effective for all our customers?	Service Quality Score Asset Development Winter 12 2.6	Spring 13 2.9	Change in Service Quality Increase	Percent of Grantees with Good Reliability Questions 55%	SPI Score 683	Yes, Quality Score >1 Yes, SPI > 600
	Survey Sample	How many customers did they survey?	RPRA Survey 2,173	Youth Surveys 2,221	Parent Surveys 1,046	Staff Surveys 2,297	Total Surveys Collected 7,737	Good Sample Size

Funding for BEST Grantees Cycle XXII

During this cycle, the City of San José awarded $1.6 million in direct funding to 24 grantees to deliver Early Intervention and High Risk Intervention Services. These BEST Providers collectively provided an 80% match totaling $1.4 million. Grantees were able to raise and spend 99% of their planned match from their BEST partners. The grantees who were awarded BEST funds are indicated below with their funded amounts and percent of matching funds. Table 2 indicates funds allocated for the year.
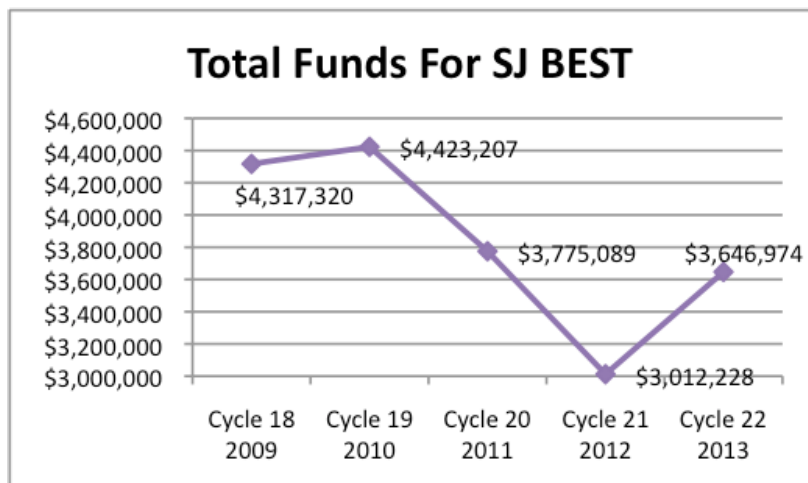
Table 2 Funds Allocated

BEST Service Provider FY 2012-2013	Annual BEST Funding	Annual Contract Budget Match w CalGRIP	Total Funds (BEST +Match w CalGRIP)	Cal Grip Funding Included in Match	Percent Matching Funds
Alum Rock Counseling Center	$196,205	$39,241	$235,446		20%
Asian American Recovery Services	$34,000	$6,800	$40,800		20%
Asian American SC Co Pathways to Success	$24,000	$4,800	$28,800		20%
Asian Americans for Community Involvement	$74,950	$34,133	$109,083		46%
Bill Wilson Center	$77,000	$15,400	$92,400		20%
California Community Partners for Youth, Inc.	$110,000	$150,108	$260,108		136%
California Youth Outreach	$376,500	$147,362	$523,862	$71,443	39%
Catholic Charities of Santa Clara	$248,073	$102,780	$350,853	$53,165	41%
Center for Training and Careers	$45,240	$86,544	$131,784	$12,144	191%
CommUniverCity San Jose Youth Voices	$22,000	$4,400	$26,400		20%
Eastfield Ming Quong (EMQ)	$45,040	$16,485	$61,525		37%
Family and Children Services (FAST)	$61,600	$15,983	$77,583		26%
Filipino Youth Coalition	$44,000	$14,000	$58,000		32%
Firehouse Community Development Corporation	$140,000	$49,084	$189,084	$21,084	35%
Fresh Lifelines for Youth (FLY)	$136,000	$413,481	$549,481		304%
Generations Community Wellness Girls on the Move	$55,500	$11,100	$66,600		20%
George Mayne Elementary SCUSD	$62,798	$12,764	$75,562		20%
Girl Scouts of Santa Clara County	$42,063	$128,787	$170,850		306%
Joyner Payne Youth Services Agency	$32,000	$30,954	$62,954		97%
Next Door Solutions to Domestic Violence	$37,080	$70,679	$107,759		191%
Pathway Society, Inc.	$178,400	$81,773	$260,173	$46,093	46%
The Tenacious Group	$50,000	$10,000	$60,000		20%
Ujima Adult & Family Services, Inc.	$105,000	$17,800	$122,800		17%
Total All BEST Service Providers	**$2,197,449**	**$1,464,458**	**$3,661,907**	**$203,929**	**67%**

Note: During FY 2012-13, Alum Rock Counseling Center received an additional award of fifty thousand ($50,000) provided by the San José Police Department (included in their evaluation of BEST). Additionally, this year the Santa Clara County Probation Department provided $45,220 for BEST funds and the State of California Cal GRIP provided $203,929 in matching funds.

Chart 6

The following chart illustrates BEST funding levels for the last five years. For Cycle 22, the city and its partners increased its funding by 21% from last year.

Total Funds For SJ BEST

	Cycle 18 2009	Cycle 19 2010	Cycle 20 2011	Cycle 21 2012	Cycle 22 2013
	$4,317,320	$4,423,207	$3,775,089	$3,012,228	$3,646,974

BEST Matching Fund Partners

The following two grants were awarded to the City of San José Mayor's Gang Prevention Task Force (MGPTF) and used as matching funds for BEST agencies to deliver service and care as indicated in Table 2.

CalGRIP – Reentry Grant ($250K)
January 1, 2012-December 31, 2013

The California Gang Reduction, Intervention and Prevention (CalGRIP) Program provides grants to cities using a local collaborative effort to reduce gang-activity through the use of evidence-based prevention, intervention and suppression activities. The San José MGPTF-BEST Program, in partnership with the Santa Clara County Probation Department, and Work2Future Department was selected for funding to implement a proposed Reentry "Aftercare" Program targeting to youth/young adults who were being released from both Juvenile Ranch and Juvenile Hall facilities. The primarily (yet not exclusive) target population were youth being released from these facilities that were turning 18 years of age and would have their probation terminated upon release. The CalGRIP "Aftercare" program in-reached to youth during the pre-release period to introduce, enroll youth on a voluntary basis, and provided reentry aftercare case management services connecting youth to needed services and resources upon release from incarceration. Aftercare services included as needed, one-on-one mentoring, counseling, education, employment training, and job placement assistance and access to other basic need services and social services. The goal of the program was to help youth stabilize their living conditions, engage in activities to advance their social/economic conditions, and reduce their likelihood of re-offending.

CalGRIP – Gang Reduction Grant ($500K)
January 1, 2013 – December 31, 2014

The California Gang Reduction, Intervention and Prevention (CalGRIP) Program provides grants to cities using a local collaborative effort to reduce gang-activity through the use of evidence-based prevention, intervention and suppression activities. The San José MGPTF-BEST Program was selected for funding to implement a proposed Gang Reduction Initiative project (GRI). The San José MGPTF-BEST Program sought CalGRIP funding support to act decisively and intentionally to address the up-surge in gang violence and incidences. The proposed GRI Project combined CalGRIP funding with existing city BEST resources (leverage) to allow the City to implement a concentrated youth gang reduction initiative combining; gang specific outreach and engagement with gang impacted and involved youth, followed by a range of Late Night Gym pro-social recreational activities, employment/education services, intervention, case work, and tattoo removal services. The GRI project also deployed a "Placed-Based" strategy targeting the MGPTF "Hot Spot" areas.

Table 3 Partial List of BEST Matching Fund Partners

Partial List of BEST Matching Fund Partners
CalGRIP
Cisco Foundation
DLP Foundation
ESUHSD
Individual Donations
Kaiser Foundation
LEM Foundation
LMS Foundation
US Office of Juvenile Justice and Delinquency Programs
San Jose State University
Santa Clara County Restorative Justice
SC Co. DADS
SC Co. DFCS
SC Co. Health & Hospital Foundation
SC Co. Mental Health Dept.
SC Co. Office of Education
SC Co. Social Services Department
SC.Co. Probation Department
Silicone Valley Community Foundation
Sister-To-Sister Leadership
Sortino Family Foundation
Stewardship Council
Thrive
Tipping Point GO
United Way
VLS Foundation
WF/YF Fund

The following two Grants were awarded to the City of San José MGPTF to build capacity in BEST Agenices and City Programs to assess the success, strengths and impact on juvenile violence over the past 22 years.

OJJDP- National Youth Forum Funding ($125K)
October 1, 2012 – September 30, 2014

The National Youth Forum in collaboration with the Office of Juvenile Justice and Delinquency Programs released a RFP to fund "Capacity Building" services among partner organizations. The proposed Mayor's Gang Prevention (MGPTF)-San José BEST Systems Improvement Project (SIP) focused on the San José BEST service system targeting Juvenile Delinquent and Gang Impacted youth. The SIP work plan included a program/ services gap analysis of existing services and strengthen existing services with research-based and EBP's strategies, principles and methods of service delivery. The anticipated short-term outcomes include, the provision of EPB service planning and training session, improved overall program efficiencies by utilizing state of the art practices tailored to the unique needs and characteristics of San José community gang issues. The intermediate outcomes will include revitalized and enhanced service effectiveness client outcomes, reduction in client high-risk or offending behaviors, and the establishment of a San José BEST Learning Community to support the sustainability of a high quality continuum of services and system of continuous improvement.

OJJDP-Community Based Violence Prevention
FIRE Grant ($499,712K)
October 1, 2012 – September 30, 2014)

The Office of Juvenile Justice and Delinquency Programs is funding a Retrospective and Prospective Evaluation of the Mayor's Gang Prevention Task Force that includes an evaluation and documentation of the historical and present work of the Mayor's Gang Prevention Task Force' over the past twenty years. The goals of the project are to assess its success, strengths and impact on juvenile violence during this time period. The research should yield evidenced-based and informed practices utilized by the MGPTF that will both formally establish the effectiveness of the San José MGPTF, and facilitate for other municipalities the ability to replicate San Jose's efforts in their communities to reduce crime and impact youth related gang violence.

The City of San José MGPTF, BEST funded agencies and the various BEST matching fund partners are continually working to raise additional funds to expand the capacity to serve San José youth.

Historical Review of BEST Funding

The City of San José's efforts to sustain its outreach to the city's high risk youth over time is documented in the table below. Its willingness to fund community based partners has allowed the BEST Program to match 83% of the City of San Jose funds over time with support from partners. The matching funds provide 83 cents for every dollar of City of San José funds.

The success of the BEST Program continues to be its unwavering focus to serve youth that are disconnected to transform their lives. In the last twenty two years, the BEST Program has expended a total of $46.1 million in City of San José funds, $38.2 million in matching funds from partners for a total of $84.3 million to deliver 11.45 million hours of direct service to intervene in the lives of young people to reduce gang involvement, gang activity and violence.

The BEST Program, which is coordinated by the Mayor's Gang Prevention Task Force (MGPTF) and San Jose Parks, Recreation and Neighborhood Services successfully implemented *The MGPTF 2011-2013 Strategic Work Plan titled: Action Collaboration Transformation (ACT): A Community Plan to Break the Cycle of Violence and Foster Hope.*

Table 3 - Historical Review of BEST Funding

BEST Funding Cycle	BEST Funding Evaluated	Matching Funds	Percent Match	Hours of Service	Cost per Hr. BEST $	Cost per Hr. Total $
Cycle 1 1992	$ 1,500,000	$ 180,000	12%	208,945	$ 7.18	$ 8.04
Cycle 2 1993	$ 825,000	$ 95,000	12%	88,654	$ 9.31	$ 10.38
Cycle 3 1994*	$ 1,373,000	$ 698,000	51%	191,709	$ 7.16	$ 10.80
Cycle 4 1995	$ 1,956,000	$ 1,056,240	54%	777,542	$ 2.52	$ 3.87
Cycle 5 1996	$ 1,452,153	$ 1,357,658	93%	546,346	$ 2.66	$ 5.14
Cycle 6 1997	$ 1,653,727	$ 1,970,974	119%	640,071	$ 2.58	$ 5.66
Cycle 7 1998	$ 1,686,951	$ 2,194,363	130%	598,838	$ 2.82	$ 6.48
Cycle 8 1999	$ 1,823,736	$ 2,370,046	130%	752,255	$ 2.42	$ 5.57
Cycle 9 2000	$ 1,886,291	$ 2,333,048	124%	775,922	$ 2.43	$ 5.44
Cycle 10 2001	$ 2,515,544	$ 2,954,233	117%	1,217,415	$ 1.98	$ 4.30
Cycle 11 2002	$ 2,583,176	$ 3,217,418	125%	1,079,548	$ 2.39	$ 5.38
Cycle 12 2003	$ 2,411,885	$ 2,641,482	110%	966,537	$ 2.50	$ 5.23
Cycle 13 2004	$ 2,564,357	$ 3,039,983	119%	861,773	$ 2.98	$ 6.50
Cycle 14 2005	$ 2,367,278	$ 1,736,564	73%	316,394	$ 7.48	$ 12.95
Cycle 15 2006	$ 2,397,033	$ 1,627,367	68%	316,524	$ 7.57	$ 12.71
Cycle 16 2007	$ 2,407,325	$ 2,122,516	88%	298,816	$ 7.90	$ 14.34
Cycle 17 2008	$ 2,764,790	$ 1,407,766	51%	286,497	$ 9.65	$ 14.56
Cycle 18 2009	$ 2,850,084	$ 1,467,236	51%	369,168	$ 7.72	$ 11.29
Cydle 19 2010	$ 2,890,016	$ 1,533,191	53%	370,879	$ 7.79	$ 11.79
Cycle 20 2011	$ 2,402,057	$ 1,373,032	57%	343,117	$ 7.00	$ 11.00
Cycle 21 2012	$ 1,619,302	$ 1,392,926	86%	221,889	$ 7.30	$ 13.58
Cycle 22 2013	$ 2,197,449	$ 1,449,525	66%	217,175	$ 9.73	$ 16.40
Total Funding	**$ 46,127,154**	**$ 38,218,568**	**83%**	**11,446,014**	**$ 4.03**	**$ 7.37**

* No evaluation conducted for Cycle 3, therefore, numbers are from management reports

Profile of BEST Customers - Demographics

The profile of BEST customers for FY 2012-13 remains similar to last year with one important exception - the number of high risk and gang impacted youth served increased significantly

.

- San José BEST Programs collectively served youth with Low Assets as determined by the Risk Avoidance, Protective and Resiliency Assessment (RPRA) instrument. Low asset youth are at high risk for involvement in "rotten" outcomes such as dropping out of school, involvement in the criminal justice system, drug use, early pregnancy, gang involvement, etc.

- This year, 4,959 youth were served. Of customers served, 52% were male and 48% were female. BEST female youth customers increased by three percent (3%) from last year to 48% of customers served. The ethnicity of BEST customers continues to remain unchanged with a slight increase of three percent (3%) for Latino youth and a 2% decrease for Asian American youth.

Table 4 - BEST Customers

Profile of BEST Customer
4,959 Youth Served
63% of Youth Served Were 15-20 Years Old
52% of Youth Served Were Male
48% of Youth Served Were Female
93% of Youth High Risk and Gang Involved

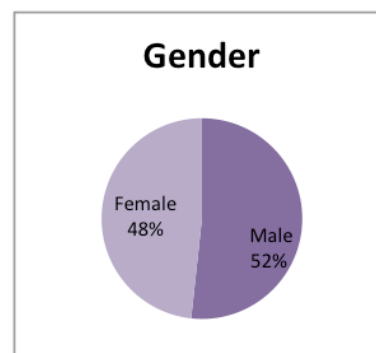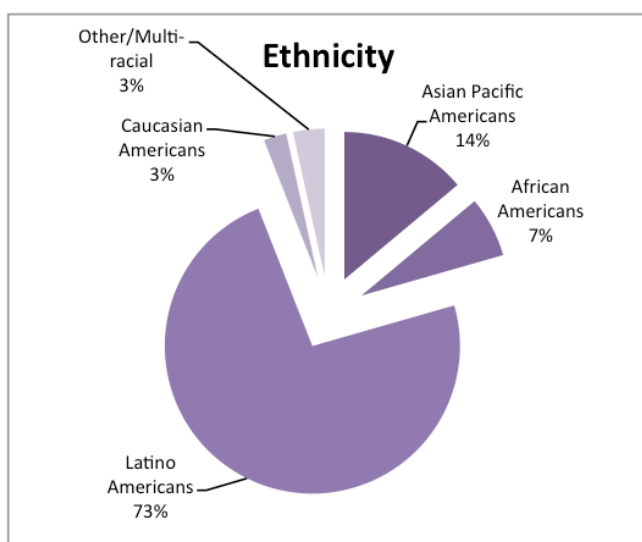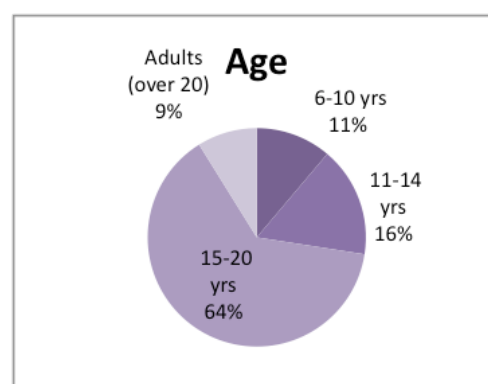**Chart 8**

Gender

Chart 7

Ethnicity

Chart 9

Age

Profile of BEST Customers - Top Zip Codes & Referrals

Home zip codes were collected from all customers served by BEST grantees during Cycle XXII . The table below shows a comparison of home zip codes of youth customers across five years of BEST funding. The majority of youth served by BEST Providers in Cycle XXII resided in the east side of San Jose – similar to previous years. The zip code 95122 has been the top geographical region with the most youth customers served over the last five cycles of funding. There was an increase in the Downtown area from 5% to 10% this year. The City College & Del Mar HS area with the zip code of 95128 moved into the sixth spot this year from the 14th spot last year.

Table 5 - Top Customer Zip Codes

Top Zip Codes Where BEST Customers Live								
Region	Zip Code	Percent	Number	FY 12-13	FY 11-12	FY 10-11	FY09-10	FY08-09
King/Ocala/Overfelt HS Area	95122	13.3%	650	1	1	1	1	1
Santa Teresa HS Area	95123	12.0%	586	2	8	3	2	2
Andrew Hill HS Area	95111	11.3%	552	3	4	2	4	5
Downtown & Washington Area	95110	10.4%	510	4	7	4	3	4
SJSU to Tully Area	95112	7.8%	381	5	6	6	8	7
City College& Del Mar HS Area	95128	7.1%	346	6	14	16	15	14
Mayfair Area	95116	5.5%	269	7	2	7	6	6

Each year, the evaluation team reports on the referral source of youth clients for all BEST grantees collectively. This data is important as it is reflective of the partnerships developed and established by grantees with the community -at-large and collaborations throughout the City. As the table indicates below, Cycle 22 saw an 8% increase in referrals of youth to BEST Providers from the Juvenile Justice System and a continuing decline in referrals from the San José Police Department. School referrals are up two percent (2%) this year. Referrals from friends and self referrals declined this year and reflect levels similar to Cycle 20.

Table 6 - BEST Referral Source

BEST Referral Source Comparison for Youth						
	Cycle 22	Cycle 21	Cycle 20	Cycle 19	Cycle 18	Difference
Police	0%	1%	2%	2%	2%	-1%
Juvenile Justice	23%	15%	17%	14%	22%	8%
School	28%	26%	31%	34%	42%	2%
Parents	1%	1%	9%	13%	12%	0%
Friend	6%	9%	5%	2%	2%	-3%
Self	29%	45%	29%	25%	15%	-16%
Other	13%	3%	8%	10%	5%	10%

Indicators of Performance - Effectiveness and Efficiency

CCPA evaluated the performance of each of the 24 BEST grantees relative to their effectiveness and efficiency. Two indicators of effectiveness are Youth Customer Satisfaction and Service Productivity. Two indicators of efficiency are Percentage of Contracted Services Delivered and Cost per Hour of Service. The definitions of the key performance indicators follows:

Percent of contracted services delivered should be minimally 95% for the contract period. BEST grantees measure the amount of service delivered by reporting the number of hours of direct service provided to customers across the various activities.

Cost per hour of service for BEST funds is calculated by dividing the amount of BEST funds expended by the number of hours of direct service delivered. Cost per hour of service for total funds is calculated by dividing the amount of BEST funds and matching funds by the number of hours of direct service delivered. No performance goal is set for cost per hour but readers can compare the cost per hour of services among similar grantees contracted to provide similar services to determine if the cost per hour is reasonable.

> **BEST Performance Target Goals:**
>
> Percent of contracted service delivered: 95%
>
> Customer satisfaction rate: 80%
>
> For The Three Service Productivity Rates :70%
>
> Service Performance Index Score : 600

Youth customer satisfaction is determined by child and youth responses to four questions about satisfaction with the services they received. The four questions are summarized into a score which ranges from 0% (low) to 100% (very high). BEST has set a performance goal of 80% for this measure.

Service Productivity is a measure which is used to determine the effectiveness of BEST-funded services. This measure is a summary score and reflects whether customers gained new skills or positive behaviors as a result of receiving services. The score is a percentage that can be positive (customer is better off) or negative (customer is worse off) and is calculated by taking the percentage of targeted changes achieved minus the percentage missed. Grantees do not get credit for customers who indicate that they did not experience any change in attitudes, behaviors, skills or knowledge. For grantees there are three types of service productivity - one that measures child and youth developmental assets (asked by all grantees), the second that measures program-specific changes, as determined by the grantee and the third that measures social-respect specific changes in attitudes and behaviors. The benchmark for all Service Productivity scores is 60%. Our experience and others in the field have set a performance benchmark of 60% for tracking the service productivity for programs evaluated. This year, BEST set a goal of 70% as a stretch goal for agencies.

> "This program is helpful because I can talk to someone who I can trust. The counselors have high expectations of me, but they make me believe in myself that I can live up to them." – Asian American Recovery Services program participant
>
> "I used to be so angry, about everything. CCPY helped me to talk about my feelings and helped me to stop being a fighter. I have people to talk to and they support me now." – CCPY Step-Up youth participant
>
> "If it wasn't for Late Night I would be out gang banging." – Catholic Charities of SCC youth participant
>
> "I no longer see myself as unworthy of what the world has to offer." – Center for Training and Careers participant
>
> **Additional customer quotes on BEST funded care can be found in Appendix D.**

BEST Grantee Scores for Efficiency and Effectiveness

The following table indicates the performance scores for efficiency and effectiveness of services by BEST grantee. A shaded area indicates a Continuous Quality Improvement (CQI) performance goal that was missed. Fourteen (14) BEST grantees met all six of their CQI performance goals. Four (4) grantees met five out the six summary CQI performance goals. Three (3) grantees met four of the CQI performance goals. Two (2) grantees met one of the CQI performance goals.

Table 7

BEST Service Provider FY 2012-2013	Efficiency			Effectiveness				Overall
	Percent of Actual Services Year	Cost per Hour of Service for Year BEST Funds	Cost per Hour of Service for Year Total Funds	Youth Satisfaction	Youth-rated Asset Development Service Productivity	Youth-rated Social-Respect Service Productivity	Youth-rated Agency Service Productivity	SPI
Alum Rock Counseling Center	175%	$11.58	$14.31	90%	89%	85%	87%	769
Asian American Recovery Services	112%	$6.87	$8.24	94%	84%	78%	89%	719
Asian American SC Co Pathways to Success	142%	$9.31	$11.17	84%	NR	NR	82%	NR
Asian Americans for Community Involvement PLUS Services	98%	$16.77	$24.41	96%	88%	84%	97%	749
Bill Wilson Center	118%	$11.93	$14.31	95%	92%	79%	87%	743
California Community Partners for Youth, Inc. (CCPY)	175%	$3.12	$7.39	95%	85%	84%	90%	819
CommUniverCity San Jose Youth Voices	106%	$13.18	$16.70	85%	75%	82%	87%	673
Family and Children Services (FAST)	115%	$15.37	$22.70	90%	82%	86%	86%	713
Firehouse Community Development Corporation	115%	$14.08	$18.97	91%	86%	75%	84%	720
Fresh Lifelines for Youth (FLY)	106%	$11.23	$45.46	90%	84%	79%	91%	697
George Mayne Elementary Santa Clara Unified School Dist.	143%	$6.80	$5.11	91%	78%	81%	71%	672
Joyner Payne Youth Services Agency	152%	$12.22	$24.05	99%	90%	89%	97%	688
The Tenacious Group	95%	$23.31	$28.86	92%	77%	86%	84%	643
Ujima Adult & Family Services, Inc.	135%	$22.34	$26.12	91%	82%	73%	82%	699
BEST Grantees That Missed One or More Performance Goals								
California Youth Outreach	93%	$17.65	$22.97	79%	78%	80%	75%	642
Catholic Charities of Santa Clara	144%	$9.42	$13.16	75%	49%	50%	46%	496
Center for Training and Careers	98%	$2.34	$6.83	83%	80%	67%	90%	691
Eastfield Ming Quong (EMQ)	142%	$17.84	$25.77	80%	75%	68%	81%	679
Filipino Youth Coalition	95%	$5.66	$7.61	92%	78%	59%	72%	714
Generations Community Wellness Girls on the Move	104%	$13.89	$16.68	94%	62%	57%	74%	603
Girl Scouts of Northern California	141%	$4.55	$19.18	92%	70%	65%	80%	698
Next Door Solutions to Domestic Violence	106%	$7.32	$21.32	87%	71%	68%	66%	616
Pathway Society, Inc.	60%	$54.06	$86.62	80%	68%	66%	68%	579
Total All BEST Service Providers	123%	$9.73	$16.40	90%	80%	76%	82%	685

Grantees that Met All Six CQI Performance Goals:

1. Alum Rock Counseling Center
2. Asian American Recovery Services
3. Asian American SC Co. Pathways to Success
4. Asian Americans for Community Involvement
5. Bill Wilson Center
6. California Community Partners for Youth, Inc
7. CommUniverCity San Jose Youth Voices
8. Family and Children Services (FAST)
9. Firehouse Community Development Corp.
10. Fresh Lifelines for Youth (FLY)
11. George Mayne Elementary SCUSD
12. Joyner Payne Youth Services Agency
13. The Tenacious Group
14. Ujima Adult & Family Services, Inc

Grantees that Met Five Out of the Six CQI Performance Goals:

1. Center for Training and Careers
2. Filipino Youth Coalition
3. Eastfield Ming Quong Family First
4. Girl Scouts of Santa Clara County

Grantees that Met Four Out of the CQI Six Performance Goals:

1. California Youth Outreach
2. Generations Community Wellness Girls on the Move
3. Next Door Solutions to Domestic Violence

Grantees that Met One Out of the Six CQI Performance Goals:

1. Catholic Charities of SC County
2. Pathways Society, Inc.

Highlights of Intermediate Results
Intermediate Results Show Promise of Cost Effectiveness

This evaluations uses the evidence-based practice of criterion reference questions. Criterion-reference assessments measure how well a customer performs against an objective or criterion. Staff assessments about youth customers and youth customers self assessments asked criterion reference questions about intermediate results. Graphic 1 on page 12 indicates initial outcomes that were a result of BEST funded services . Intermediate and Population Results are due to everyone's efforts to improve the lives of San José children and youth. **Highlights of this year's data showed promising intermediate results for the youths whose status were measured:**

69% Improvement in School Attendance and Cost Savings of $2.3 million dollars. Sixty -nine percent of youth who self- reported no school attendance last year indicated that they are now attending school this year. This represents 253 BEST youth customers who are attending school that previously were not. These BEST youth customers' re-engagement in school represents an estimated $2.3 million in additional school revenue to educate and socialize high risk youth with the greatest potential for transformation. These youths' ability to succeed educationally and thrive will yield additional savings and benefit to society. This indicator holds promise for a cost effective measure for BEST intervention services.

62% Improvement in Reduction of Drug Use. Sixty-two percent of youth customers who reported using drugs last year indicated they are no longer using drugs this year. This represents 594 BEST youth customers who have changed their high risk behavior and stopped using drugs.

80% of Youth Were Not Re-Arrested While Receiving BEST Services. Eighty percent of youth previously arrested were not re-arrested while receiving BEST services during Cycle 22. This represents 558 youth that were engaged in BEST funded pro-social activities or support services that interrupted their further penetration into the juvenile justice system during FY 2012-13.

The Importance of Resiliency

Children and youth need caring, structuring, and loving adults in their life to assist them in building the resiliency assets necessary to function in our society.   One critical component to youth developmental asset theory is resiliency. Resiliency is a concept first popularized in the early 1970s. Robert Brooks of Harvard University explains: "The hallmark of a resilient child includes knowing how to solve problems or knowing that there is an adult to turn to for help. A resilient child has some sense of mastery of his own life, and if he gets frustrated by a mistake, he still feels he can learn from the mistake." The extensive research of Bonnie Benard, Senior Program Associate of WestEd's School and Community Health Research Group, on resiliency indicates that the three core variables of resiliency are:

1. A relationship with caring and supportive adults in the home, school, and community.
2. High expectations of the youth in the home, school, and community.
3. Meaningful participation of the child in the home, school, and community.

Highlights of Youth Resiliency Outcomes

In the evaluation sampling this year, individual staff assessments about youth customers' resiliency assets were collected. Below are a few highlights of the data compiled from these assessments:

☞ **The number of new caring adults in the lives of BEST customers because of the BEST funded programs is 3.8.**

☞ **The staff assessment of each child and youths' participation level in the BEST funded program was high or above for 72% of customers. High participation rates are indicators of effectiveness.**

☞ **The staff assessment revealed an 89% growth in youth customers' ability to set goals better and 80% of youth customers' have honored agreements better because of BEST funded services.**

## Highlights of BEST-Funded Interventions and Care Outcomes

Below are a few highlights of data compiled from youth customer surveys and staff assessments on customers:

93% **Of youth and 91% of staff assessments about youth indicated that they have not been arrested during BEST services**

90% **Of youth indicated that they are currently attending school and 31% are working/job training**

76% **Of youth indicated their ability to connect with adults is better because of BEST**

73% **Of youth indicated their ability to work with others is better because of BEST**

78% **Of youth indicated their ability to stay safe is better due to BEST**

79% **Of youth and 84% of staff indicated youth's ability to respect others has increased due to BEST**

80% **Of youth indicated they are not using drugs/alcohol**

62% **Of youth that indicated they used alcohol/drugs last year reported that they are not using alcohol/drugs this year (594 youth)**

76% **Of youth are prepared to succeed in the community where they live because of the BEST care**

73% **Of youth can identify their anger and express it in non-violent way due to BEST care**

69% **Of youth that reported not being in school last year are now attending school (253 youth)**

Mayor's Gang Prevention Task Force Annual Survey

An annual survey is disseminated to members of the Mayor's Gang Prevention Task Force Technical Team and Policy Team to measure its effectiveness. This year's survey was completed by 85 members of the MGPTF. Results from this year's MGPTF member survey indicates that both the Policy Team and Technical Team continue to remain effective in their efforts yet have room to practice continuous quality improvement relative to communication among stakeholders and taking action to meet the needs and solve problems presented by the Task Force. This year's survey respondents membership is disaggregated in Chart 10 below.

Chart 10
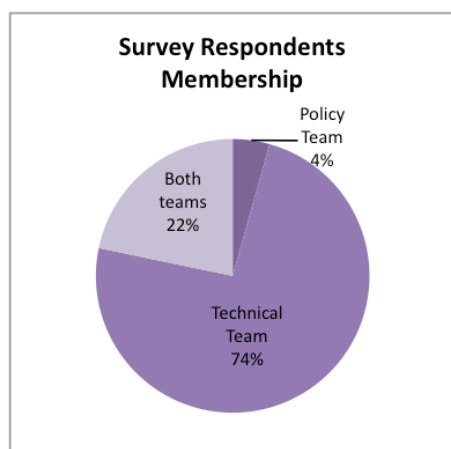
Survey responses for members are highlighted below:

Table 8 - MGPTF Member Affiliations

MGPTF Organizational Afflilialtions	Percent
CBO Agency	26%
City of San Jose	39%
School District	10%
County of Santa Clara	8%
Faith-based Organization	7%
Federal Agency	2%
Other	7%

Table 9 - Organizational Services

Type of Service Provided	Percent
Child/youth human services	71%
Adult human services	5%
Law enforcement services	24%

MGPTF Policy Team has been effective.
☞ **72% Agree**
☞ **27% Somewhat Agree**
☞ **1% Disagree**

MGPTF Technical Team has been effective.
☞ **76% Agree**
☞ **22% Somewhat Agree**
☞ **2% Disagree**

My communication with other service providers and agencies has improved because of my involvement in the MGPTF.
☞ **77% Agree**
☞ **19% Somewhat Agree**
☞ **4 % Disagree**

I have built new relationships and strengthened current relationships by participating in the MGPTF.
☞ **86% Agree**
☞ **13% Somewhat Agree**
☞ **1% Disagree**

My involvement in the MGPTF has assisted me and/or my agency to form partnerships with related local, state and national initiatives being implemented in our city.
☞ **81% Agree**
☞ **18% Somewhat Agree**
☞ **1% Disagree**

My involvement in the MGPTF has allowed me to take action with other members to meet needs and solve problems in our city.
☞ **73% Agree**
☞ **24% Somewhat Agree**
☞ **3% Disagree**

Evidence -Based Principles for Effective Interventions

The National Institute of Corrections (NIC), in collaboration with the Crime and Justice Institute, assembled leading scholars and practitioners from the fields of criminal justice and prevention to define the core elements of EBP based upon the "what works" research. They identified eight evidence-based principles for effectively intervening with offenders and persons at-risk of criminal behavior. These eight principles serve as the foundation for agencies interested in grounding policy and practice in the principles of effective intervention in order to prevent criminal behavior .

Exhibit 1 – Eight Evidence Based Principles (EBP)

Eight Evidence-Based Principles for Effective Interventions

1. **Assess actuarial risk/needs.**
2. **Enhance intrinsic (self) motivation.**
3. **Target Interventions**
   a. **Risk Principal: Prioritize supervision, services, and resources for higher risk customers.**
   b. **Need Principle: Target interventions to criminogenic needs.**
   c. **Responsivity Principle: Be responsive to temperament, learning style, motivation, culture, and gender when providing services to a client.**
   d. **Dosage: Facilitate and/or provide more structured programming for higher risk youth up to 40-70% of the time for those at higher risk.**
   e. **Provide a wide array of services according to risk, need, and response to treatment/care with emphasis on cognitive behavior treatment and activities.**
4. **Train staff in skills that produce behavioral change using directed practices (i.e. cognitive behavioral methods).**
5. **Increase positive reinforcements.**
6. **Engage ongoing support in natural environments.**
7. **Measure relevant processes, activities, and practices.**
8. **Provide measurement feedback for improvements to customers and staff, along with other stakeholders.**

This summary of the evidence-based practices (EBP) clearly indicates that community-based, faith-based, and non-profit organizations can and should be active partners in assisting in the implementation of the San José MGPTF Strategic Work Plan and integration of EBP strategies. Successful violence and crime reduction can be achieved by building partnerships and expanding relationships between all stakeholders to make San José a safe, healthy, and engaged community.

Note: These EBP were emphasized in the 2013-2016 qualification process for BEST funded providers.

Common Historical Risk Factors & Criminogenic Needs

The same study also identified common historical risk factors (Static Risk Factors) and common criminogenic needs (Dynamic Risk Factors). The "what works" research indicated that the dynamic risk factors were more important to assess than the static risk factors. This research also indicated the importance of transforming anti-social attitudes, cognitions, associates, peers, and behavior to pro-social mindsets and behaviors.

Exhibit 2 – Common Risk Factors & Criminogenic Needs

Common Historical Risk Factors (Static Risk Factors)
1. Age at first arrest
2. Current age
3. Gender
4. School failure, suspensions and expulsions
5. Criminal history

Common Criminogenic Needs (Dynamic Risk Factors)
1. Anti-social attitudes, cognitions
2. Anti-social associates, peers
3. Anti-social behavior
4. Family, marital stressors
5. Substance abuse
6. Lack of employment stability, achievement
7. Lack of educational achievement
8. Lack of pro-social leisure activities

The research on criminogenic needs indicates that the anti-social needs must be addressed and the transformation to a pro-social mindset must occur if employment, education, and substance abuse services, for example, are to yield the desired results.

San José BEST, from its beginnings, 22 years ago, has focused on building pro-social attitudes, cognition, peers, behaviors and recreational activities. Since the early professional development trainings, the City of San José, BEST and City of San José staffs have focused on transforming the gang, code of streets, prison, and other anti social mindsets to pro-social mindsets that allow youth to maximize opportunities for their future.

Staff Proficiency of Evidence -Based Principles

BEST funded grantee staff members, as part of their annual focus group meeting with evaluators, rated their proficiency in delivering the eight evidence-based principles for effective intervention for youth with criminogenic needs. The scoring choices descriptions and the average score from 68 staff assessments are indicated in the table below. The rapid growth in BEST funded grantee staffs' understanding and implementation of the eight evidence based principles is encouraging. The next step in reaching consistency and proficiency requires each grantee to increase their documentation of methods utilized in order to share with others. The staffs overall average score was 4.3. Indicating that they have achieved consistency and proficiency and it is clearly observable and can be demonstrated to others.

Scoring Choices for the self assessment:

1. Our program has not done much work in this area.

2. Our program has made some progress in this area.

3. Our program has made significant progress in this area.

4. We have achieved consistency and proficiency in this area, and this is clearly observable and can be demonstrated to others.

5. We have achieved consistency and proficiency and have the capacity to support the learning of other program leaders (documentation, tools, etc.)

Table 10 - Eight EBPs

Eight Evidence-Based Principles for Effective Interventions	Score
1 Assess actuarial risk/needs of client/customers.	4.3
2 Enhance intrinsic (self) motivation of our client/customers.	4.5
3 Target Interventions (a. to e.)	
a. Risk Principal: Prioritize supervision, services, care, and resources for higher risk customers.	4.5
b. Need Principle: Target interventions to criminogenic needs especially anti-social attitudes, cognitions, associates, peers, and behaviors.	4.3
c. Responsivity Principle: Be responsive to temperament, learning style, motivation, culture, and gender when providing services to a client/customer.	4.3
d. Dosage: Facilitate and/or provide more structured programming for higher risk youth up to 40-70% of the time for those at higher risk. We provide more hours of services/dosage for high risk youth customers.	4.0
e. Provide a wide array of services according to risk, need, and response to treatment/care with emphasis on cognitive behavior treatment and activities.	4.5
4 Train staff in skills that produce behavioral change using directed practices (i.e. cognitive behavioral treatment and intervention methods).	4.3
5 Increase positive reinforcements for our client/customers.	4.3
6 Engage ongoing support in natural environments for our client/customers.	4.8
7 Measure relevant processes, activities, and practices to produce data about the efficiency and effectiveness of our care.	4.0
8 Provide measurement feedback for improvements to customers and staff, along with other stakeholders.	4.3
Average of Total Score	4.3

Importance of Population Results

The San José BEST Evaluation System uses a logic model or theory of change approach to evaluation. This system uses overall population results as an indicator for measuring the community's general well-being. BEST and other MGPTF programs influence these population results along with the efforts of other community partners and agencies. Social and economic factors, of course, influence population results as well. These population results are not used to evaluate individual BEST programs, but rather, to help focus community resources on improving these conditions for our children and youth. The following terms used in the BEST Evaluation System to define population results rely on the work of Mark Friedman, a nationally recognized expert in performance measurement and accountability.

Population Results (or outcomes or goals) are conditions of well-being for children, adults, families or communities. Results are data that voters and taxpayers can understand. They are not about programs or agencies or government jargon. Results include "healthy children, children being ready for school, children succeeding in school, children staying out of trouble, strong families, and safe communities."

Indicators / Benchmarks are measures which help quantify the achievement of a result. They answer the question, "How would we recognize these results in measurable terms if we fell over them?" So, for example, the rate of low-birth weight babies helps quantify whether we are getting healthy births or not. Third grade reading scores help quantify whether children are succeeding in school today, and whether they were ready for school two years ago. Juvenile crime rates, graduation rates, dropout rates, college readiness rates, and growth in Academic Performance Index (API) scores are all good population indicators where data is kept over time to allow us to see trends to determine if we as a community are making progress over time and if indicators turn in the undesirable or desirable direction. For example, crime rates and youth dropping out of school are desirable if these indicators go down. High school graduation rates and API are desirable if these rates and indexes go up.

Population evaluation looks at demographic groups across the city as a whole to determine the condition of children and youth, and measure the changes in those conditions over the years that San José BEST programs have existed. For example, one of the desired population result indicators is to increase high school graduation rates. To evaluate progress and achievement for this desired result, it is necessary to annually measure graduation rates for each high school in San José. This provides an objective way to see if graduation rates are improving — and by how much — from year to year. An important point to note is that many different programs and services may be involved in achieving a desired result. Using the example of graduation rates, numerous groups including the school district, parents, youth, local non-profit agencies, faith-based agencies, and others are involved in promoting better academic performance. The issue here is whether the San José community as a whole is meeting our goal of every child succeeding in school to develop the necessary skills for a healthy productive future. Educating and keeping our children safe is everyone's responsibility.

Program evaluation, on the other hand, focuses on the effectiveness and efficiency of individual services or activities. We hold each of the BEST grantees accountable for meeting their performance goals in providing the planned efforts and effects of their program's grant and contract.

Indicators

A vital part of the evaluation process is collecting and analyzing data on "indicators." An indicator is defined as a measure of performance relative to a population, such as a rate or ratio about all members of the population. Indicators are important because:

- They help clarify what results we are trying to achieve.
- They give us a way to measure progress — are things getting better or not? How much improvement has occurred?
- They give us a way to measure success — are our indicators going in a desirable direction or an undesirable direction? For example, we want high school graduation rates to go up and juvenile violent crime arrests to go down.

The **population level indicators** are used to measure success with meeting the overall goal of the MGPTF to reduce gangs and juvenile crime, and prepare our youth as healthy and productive members of our society. Two important points must be understood about these indicators. First, it takes time to impact a population indicator. Continuing the example of high school graduation rates, it will likely take several years before a noticeable change in graduation rates is observed. Programs serve youth who have experienced difficulty in school, and as a result, will need to serve many youth before enough change will have occurred to impact the school population of San José. Second, BEST-funded programs and the members of the MGPTF alone cannot achieve the desired results. It will take everyone in San José working together to assist in addressing all the factors to ensure a safe environment where all children in San José can receive a high quality education.

Theory of Change is a helpful tool for developing solutions to complex social problems such as reducing the effects of gangs in San José. At its most basic level, a theory of change explains how a group of early and intermediate accomplishments sets the stage for producing long-range results. A more complete theory of change articulates the assumptions about the process through which change will occur, and specifies the ways in which all of the required early and intermediate outcomes related to achieving the desired long-term change will be brought about and documented as they occur.

The MGPTF Strategic Work Plan defines an approach for the City of San José to address the complex problem of reducing gangs, gang violence, juvenile crime, and building safe and healthy neighborhoods that utilizes the theory of change. The BEST Performance Logic Model is built on a theory of change that accepts utilizes research on child and youth development, community building, and methods of delivering services to meet community needs. The BEST funded services utilize the theory-based best practices recommended by proven research.

Population Results Dashboards

The San José MGPTF Strategic Work Plan and BEST's Performance Logic Model Evaluation set as outcome indicators a number of population results that are tracked over time to determine how we, as a community, are doing.   These results are derived from the effort, effect, and performance of the whole community of San José in raising healthy children who will have the opportunity to succeed in their lives. This following pages contain the BEST Community Safety and the School Safety Dashboards.

San José Continues as Safest Big City in CA

San José had the lowest violent crime rate of a major city in California as indicated by the Federal Bureau of Investigations report published in 2012.

Table 11

City	Population	Number of Violent crime	Violent Crimes per 100,000 pop.	California Nine Largest Cities Rank for Violent Crime Rate
San Jose	976,459	3,547	363	1
San Diego	1,338,477	5,529	413	2
Los Angeles	3,855,122	18,547	481	3
Bakersfield	355,696	1,929	542	4
Fresno	506,011	2,748	543	5
Long Beach	469,893	2,705	576	6
San Francisco	820,363	5,777	704	7
Sacramento	476,557	3,520	739	8
Oakland	399,487	7,963	1993	9

Community Safety

Desirable Direction
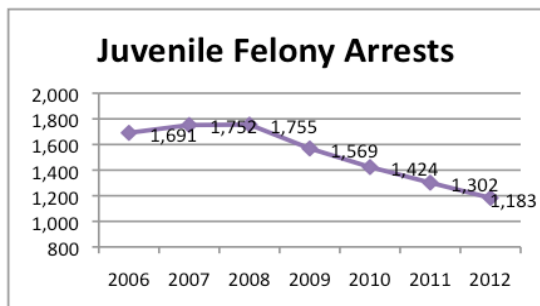
Chart 11
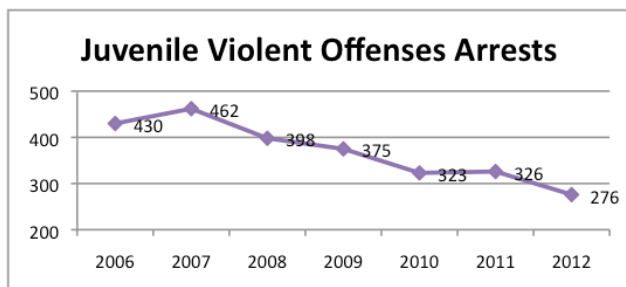
Chart 12
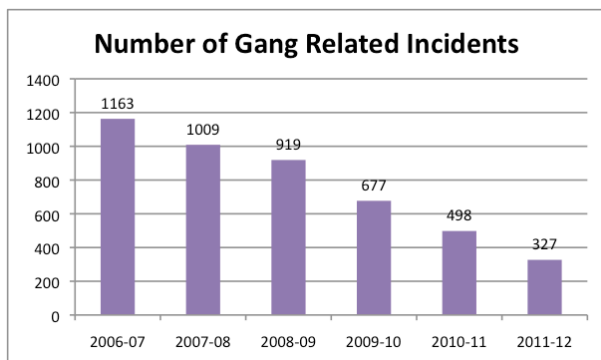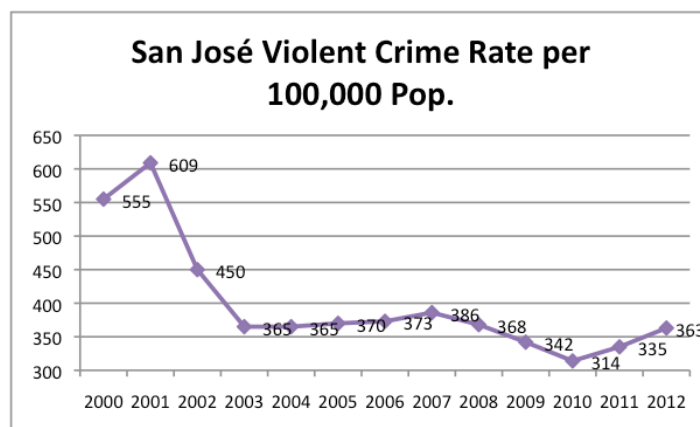

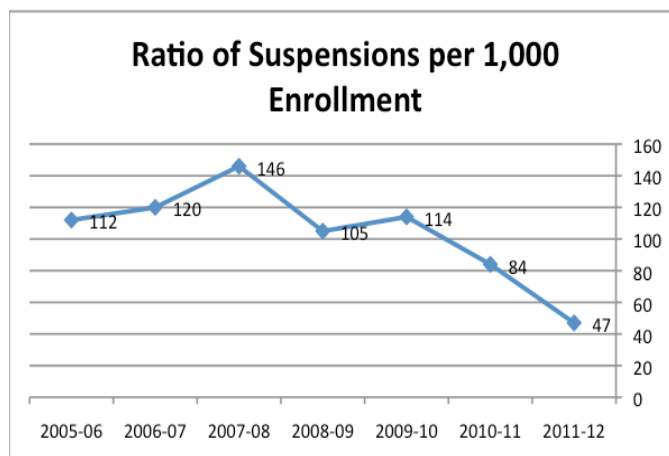**Chart 13**

Undesirable Direction

Chart 14

School Success Dashboard
Desirable Direction

Chart 15

The population results displayed in the following graphic are summary population indicators for school success and crime indicators related to violence and gangs.
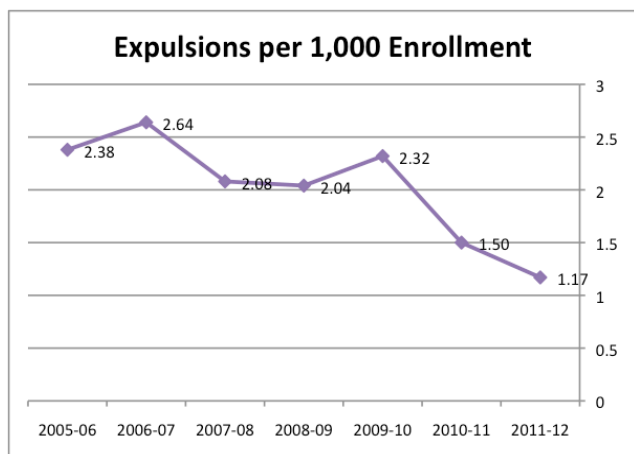
Graphic 2

Population results are used to determine if key indicators are going in a desirable or undesirable direction over time. Population results can assist us to focus our efforts to move indicators in a desirable direction.	
Trend going in a desirable direction	**Trend going in an undesirable direction**
2002-12 Academic Performance Index up 16%	2006-12 Truancy Rate is up 23%
2006-12 4-Year Drop Out Rate is down 24%	2006-12 12th Grade Graduates Completing Entrance Requirements UC/CSU down 7%
2006-12 Expulsion Rate is down 51%	2006-12 Violent Crime Offense Rate down 3% but up 11% from 2011
2006-12 Suspension Rate is down 58%	
2006-12 High School Graduation Rate up 4%	**Note: Indicators are not used to point fingers but to assist everyone in the community to work together to produce healthy productive futures for our youth.**
2006-12 Juvenile Felony Offenses Arrest Rate down 30%	
2006-12 Juvenile Violent Crime Arrest Rate down 36%	
2006-12 Number of Gang Related Incidents down 69%	

School Success Dashboard Continued

Desirable Direction

Chart 16

Expulsions per 1,000 Enrollment

Undesirable Direction

Chart 18

School Truancy Rate

Chart 17

SJ High School Graduation Rate

Chart 19

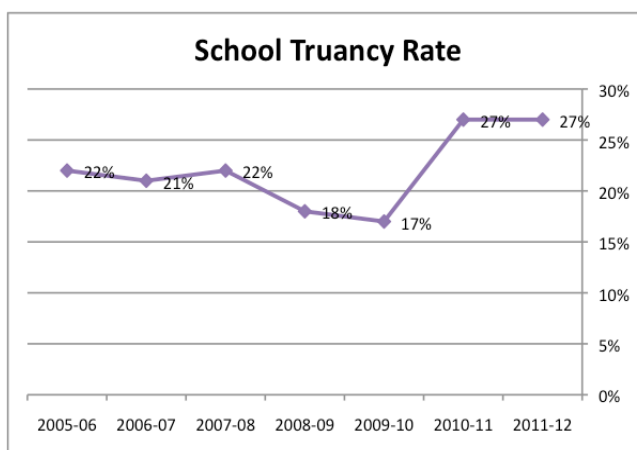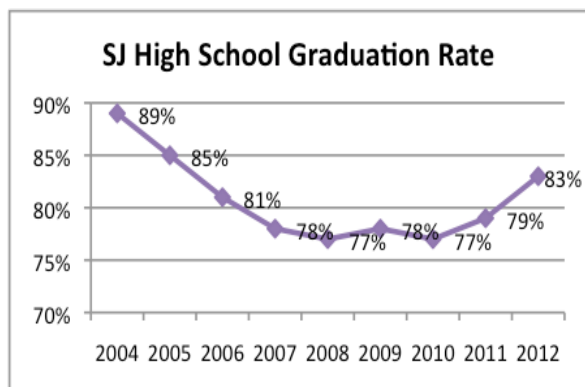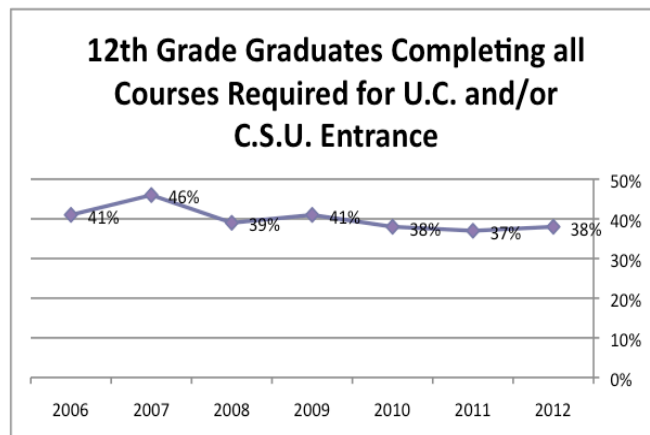12th Grade Graduates Completing all Courses Required for U.C. and/or C.S.U. Entrance

Evaluation Methodology - The Performance Logic Model

How is this report organized?

This report is organized according to Graphic 2 on page 25 that explains BEST's Performance Logic Model Evaluation System.   In this report, evaluators answer the questions indicated in Graphic 2 and discuss the theory of change behind the San José BEST effort.   Notably, CCPA published a paper summarizing the Performance Logic Model in an international journal, Elsevier, a pre-eminent authority in evaluation and program planning.[1]   Three international evaluation experts did a blind review of the BEST Performance Logic Model before publishing the article.

Performance Logic Model (PLM)

The BEST Evaluation System is based on a performance logic model (PLM). Logic models are a convenient way of describing why certain service activities ought to change the behaviors of those receiving services. In that respect, PLMs resemble path diagrams connecting causal variables to effects variables. They offer an alternative approach to evaluating programs that do not require random assignment to different groups (Julian, Jones & Deyo, 1995).

The elements of the PLM are shown in Graphic 2. Performance accountability is divided into three areas: effort, effect, and results. The logic model variables are listed in the second column: inputs, staffs, customers, strategies, activities, outputs, performance measures, and performance indicators.

The underlying logic of the PLM is that more effort on the part of staff and customers produces more outputs. More outputs guided by effective strategies produce more change in behaviors and greater satisfaction with services. As more BEST customers are served more effectively, a ripple effect on the larger community will occur, causing long-term population outcomes to increase for youth in San José.

San José BEST Performance Logic Model Evaluation System

The BEST Evaluation System is a synthesis of Mark Friedman's Results and Performance Accountability evaluation technique and the Theory of Change Logic Model evaluation technique. The fusion of the two systems allows for a functional and ongoing evaluation system well suited for BEST funded services.   Mark Friedman, Director of the Fiscal Policy Studies Institute, points out that: "The Results and Performance Accountability and the logic model methods can be seen as complementary, not contradictory, approaches to evaluation."

1 Evaluation and Program Planning 28 (2005) 83—94. Available at www.elsevier.com/locate/evalprogplan

Accountability for Performance

Mark Friedman explains the principles of a results-based and performance account-ability system as a way to hold programs and agencies accountable for performance. Mark Friedman gives the reason for performance accountability:

"Why bother with results and performance accountability? Trying hard is not good enough. We need to be able to show results to taxpayers and voters. Avoid the thousand-pages-of-useless-paper versions of performance measurement." The BEST Evaluation System replaces an endless system of multiple measures with a few valid measures of performance used by all grantees.

Theory of Change Logic Model

The BEST Evaluation System also incorporates research and recommendations of researchers and evaluators that call for a "Theory of Change Logic Model" approach to evaluation designs (J.P. Connell, A.C. Kubisch, L.B. Schorr, C.H. Weiss). All the BEST Service Providers have incorporated the United Way of America recommended logic model system of evaluation into their BEST evaluations.

Lisbeth Schorr and the Theory of Change

A description of this "Theory of Change Logic Model" research is contained in Lisbeth Schorr's published research entitled Common Purpose -- Strengthening Families and Neighborhoods to Rebuild America (Schorr 1997). In her book, Schorr discusses the issues involved in applying experimental research designs to complex, multiple outcome, and community-based projects. Schorr points out that because experimental designs can only study variables that are easily quantifiable, complex community-based interventions tend to be ignored or short-changed.

Schorr calls for a theory-based logic model outcome evaluation. "By combining outcome measures with an understanding of the process that produced the outcome," states Schorr, "theory-based evaluations can shed light on both the extent of impact and how the change occurred." Lisbeth Schorr documents numerous examples of research and evaluation studies using new evaluation methods that allow social scientists to observe more complex and promising programs. Schorr challenges evaluators to put less emphasis on elegant and precise statistical ma-nipulation and more emphasis on usable knowledge. This useful knowledge will serve as critical information for the BEST to render thoughtful budget and policy direction, as well as continuous improvement strategies.

The BEST Performance Logic Model Evaluation System is an integration of the Logic Model and Mark Friedman's Results and Performance Accountability.

RECOMMENDED EVIDENCE BASED EVALUATION

The National Institute of Corrections (NIC), in collaboration with the Crime and Justice Institute, assembled leading scholars and practitioners from the fields of criminal justice and prevention to define the core elements of evidence based upon the "what works" research. They identified eight evidence-based principles for effectively intervening with offenders and persons at-risk of criminal behavior. Two of the eight evidence based principles relate to monitoring and evaluation. San José BEST has implemented this recommended evaluation over the last two decades.

MEASURE RELEVANT PROCESSES/ PRACTICES

The report states; "It is not enough to adopt practices that have been proven to work elsewhere. Every agency and jurisdiction needs to establish methods and processes to determine if their own policies and practices are producing the desired results. For this reason, the ongoing collection and analysis of data and information is of paramount importance." Measures should include activities (direct services to customers), outputs (e.g., number of customers served, the amount of dosage or hours of services, cost per customer), initial and intermediate outcomes (e.g., match between services delivered and benefit/value delivered to customers), and impact (e.g., decreases in school suspensions, improvements in arrest rates).

Performance Measures

Inputs → Activities → Outputs → Outcomes → Impacts & Results
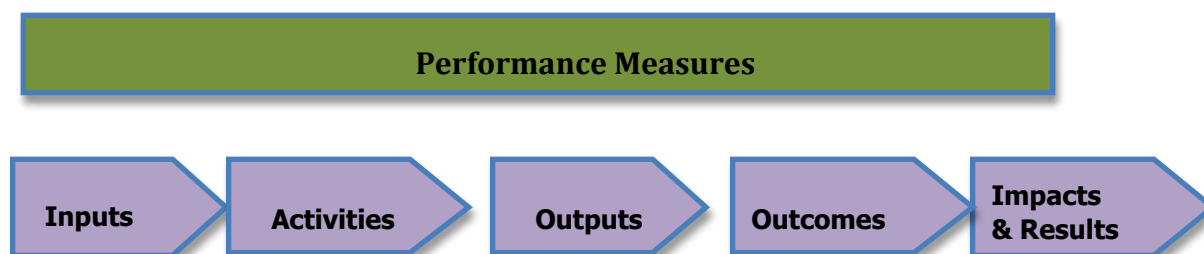
MEASUREMENT FEEDBACK

The value in measurement is not in the doing, but in the knowing. Therefore, once performance measurement data are collected and analyzed, findings should be shared with a variety of people. This information is useful at the individual customer level, staff level, program/agency level, and general public to document the effort, effect, and results/impact of the BEST and San José Mayors Gang Prevention Task Force. The evaluation will document for the taxpayers of San José the value they are getting for their investment.

Methodology of the San José BEST Performance Logic Model

The San José BEST Performance Logic Model Evaluation System is based on the principles and practices of Continuous Quality Improvement (CQI). CQI is practiced by many public and private agencies to measure and improve their products and services to their customers. CQI is also one of the recommended evidence-based practices to reduce criminal and violent behaviors. The values and concepts of CQI are embedded beliefs and behaviors found in high-performing organizations. They are the foundation for integrating key performance and operational requirements within a results-oriented framework that creates a basis for action and feedback.

CCPA is going beyond traditional program evaluation methods to promote high quality services by non-profit service agencies. This summary of how high quality services can be provided is intended to inform service agency managers and government overseers of the distinctions between traditional evaluation methodology and quality improvement.

The chief distinction is that program evaluation is post-hoc and one-shot. Evaluation reports address what happened. A different evaluation study must be designed to address each question, often stated as a hypothesis. CQI is a current, ongoing activity. Sometimes distinct studies are designed, but there are other ways to function as a service agency, so that high quality services are provided. Quality improvement occurs as a regular part of each day's work within every service agency. The methods employed must be accessible to program staff, thus requiring a minimum of training in their application. CCPA sees its role as an evaluation company conducting program evaluations in the context of service agency staff utilizing data to improve their services. To this end, CCPA also provides technical support to agency staff to assist them in improving the quality of their services.

The San José BEST Evaluation Team, in collaboration with BEST staff and grantees, designed this integrated Performance Logic Model evaluation system. The components of the BEST Evaluation System Performance Measures are divided into four categories: Effort, Effect, Performance, and Results.

Graphic 3 – Evaluation Model

BEST Performance Logic Model Evaluation System

Performance Accountability Model	Logic Model	BEST Evaluation Questions	Where We Get Data	Performance Goal	Theory of Change
E F F O R T	Inputs	What did BEST spend on services?	BEST Invoices from Grantee to City of S.J.	Spend greater than 95% of funds.	T H E O R Y O F C H A N G E
	Staff	Who were the staffs providing service?	Staff Surveys, Focus Groups and Interviews	Hire staff indicated in contract with City.	
	Customers	Who are our children and youth customers?	BEST Quarterly Reports from Grantees to City	Serve youth indicated in contract with City.	
	Strategies	What service strategies did we conduct?	BEST Quarterly Reports to City, Interviews, Surveys, and Site Visits	Provide service strategies contracted with City	
	Activities	How much service did we provide?	BEST Quarterly Reports to City of S.J., Interviews, Survey and Site Visits	Provide 95% of contracted planned services.	Child and Youth Developmental Theory as indicated in BEST Strategic Plan. Focused on Risk Avoidance, Protective, Resilience, and Social Attachment Assets as key elements in the betterment of children and youth.
	Performance Measure Outputs	How much did the service cost to deliver?	BEST Quarterly Reports to City of S.J.	Cost per hour is the same or below cost contracted.	
E F F E C T	Performance Measure: Customer Satisfaction	Were our youth and parent customers satisfied with our service?	Surveys of Children, Youth, and Parents	Customer satisfaction rate is greater than 80%.	
	Performance Measure Productivity Outcomes	Was our service effective in producing change for the better for our customers?	Surveys of Children, Youth, Parents, and Staff	Service productivity is greater than 60%.	
R E S U L T S	Result Indicators & Intermediate Outcomes	How are BEST customers doing with the indicators for school success, health and wellness, and transition to adulthood?	Data collected by other agencies and BEST Grantees	No performance goals are set for those results attributed to the efforts and effects of everyone in San José working to raise healthy children and youth.	Strengths-based approach to serving children, youth, and their families. Focused on how customers use their strengths and assets to be better off.
	Population Long Term Outcomes	In general, how are the children and youth doing in San José over time? This is the result of everyone in our community working together.	Data collected by other agencies and BEST Grantees		

Management and Evaluation by Fact

An effective organization depends on the measurement and analysis of performance. Such measurements should derive from service needs and strategy, and they should provide critical data and information about key processes, outputs, and results. Many types of data and information are needed for performance management. BEST, working with their grantees, and CCPA are collecting numerous measurements that are used to set performance goals. The following chart explains the types of measurements and instruments used to provide data and facts to manage, evaluate, and continuously improve BEST-funded services.

Graphic 4

Instrument	Information Collected	Time of Collection
Scope of Work	Contracted scope of work, quarterly progress reports, demographics on customers	Contracted plan at time of contract approval, four quarterly reports
Financial Report	Contracted budget with four quarterly invoices	Contracted budget at time of contract approval, four quarterly reports
Scope of Work Narrative	Explanation of success in fulfilling the scope of work	Provided with each quarterly report
Child & Youth Customer Satisfaction Survey	All grantees survey child and youth customers with similar satisfaction question.	Collected twice a year from customers or at the end of any program cycle.
Parent Customer Satisfaction Survey	Parents are asked four customer satisfaction questions about the services their child received.	Collected twice a year from parents or at the end of any program cycle.
Child & Youth Asset Development Survey	All grantees survey child and youth customer with similar asset development service productivity question.	Collected twice a year from customers or at the end of any program cycle.
Parent Assessment of their Child's Asset Development Survey	Parents assess the growth in their child's developmental assets. All grantees measure similar assets.	Collected twice a year from customers or at the end of any program cycle.
Staff Assessment of Each Customer's Child and Youth Asset Development Survey	Staff assess the growth in their child customer's developmental assets. All grantees measure similar assets.	Collected twice a year from customers or at the end of any program cycle.
Child & Youth Grantee Selected Survey on Targeted Changes	All grantees survey child and youth customer with their own specific selected service productivity question.	Collected twice a year from customers or at the end of any program cycle.
Parent Assessment of Their Child's Grantee Selected Survey on Targeted Changes	Parents assess the growth in their child's grantee selected targeted changes.	Collected twice a year from customers or at the end of any program cycle.
Staff Assessment of Each Customer's Grantee Selected Survey on Targeted Changes	Staff assess the growth in their child customer's grantee selected targeted changes.	Collected twice a year from customers or at the end of any program cycle.
Risk Avoidance, Protective and Resiliency Assessment	Child and youth assess their assets to a normed instrument that indicates asset levels.	Minimum of once a year with the option of doing it twice a year.
Focus Group with Grantee Staff	Evaluation Coach meets with staff for a focus group to discuss the effort, effect, performance and results of SJ BEST services.	Focus groups occur in the first or second quarter.
Staff Continuous Quality Improvement Questionnaire	Each staff is asked to indicate their experience and education, rate the work experience, rate their organizations effectiveness, rate their program design components, and rate programs exemplary practices.	Once a year from each staff member.
Site Visits and Observations	Evaluation Coaches conduct site visits, interview customers and staff, and complete observation instrument.	Minimum of two site visits with a maximum of six site visits if needed.

BEST Service Performance Index Score

CCPA developed a Service Performance Index (SPI) utilizing the Malcom Baldrige national quality award criteria and rating system to assist organizations with improving performance by using an integrated approach. The SPI is derived from 19 data variables from which a grantee can earn a score between 0 and 1000. The SPI score is similar to the Academic Performance Index (API) score, a single score that reflect's a school's, an LEA's, or a student group's academic performance level. SPI points were calculated on the same scale as the Baldridge performance criteria; however, the point totals were modified slightly for each of the three areas: approach, deployment and results. To this end, approach is worth 250 points, deployment worth 250 points and results worth 500 points.

The SPI criteria are designed to help organizations use an integrated approach to improving performance by promoting:

- Delivery of ever-improving value to all customers and stakeholders, such as the children, youth, parents, and community residents of San José.
- Improvement of overall effectiveness and productive capabilities of any organization, such as the BEST service providers.
- Organizational and personal learning.

The values and concepts described below are embedded beliefs and behaviors found in high performing organizations. They are the foundation for integrating key performance and operational requirements within a results-oriented framework that creates a basis for action and feedback.

Baldrige Awards for Quality

In 1987 the United States created a quality award program to encourage more companies to develop quality systems. The U.S. Department of Commerce is responsible for the national award program, and the National Institute of Standards and Technology (NIST) manages the program. The American Society for Quality (ASQ) assists in administering the program under contract to NIST.

Here are the guiding principles behind the Baldrige Awards for quality as it applies to your organization's youth and human services.

Visionary Leadership - Your organization's senior leaders (administrative/operational and service provider leaders) should set directions and create a customer focus, clear and visible values, and high expectations. The directions, values, and expectations should balance the needs of all your stakeholders.

Customer-Focused Excellence - The delivery of services must be customer focused. Quality and performance are the key components in determining customer satisfaction, and all attributes of customer care delivery factor into the judgment of satisfaction and value.

Organizational and Personal Learning - Achieving the highest levels of organizational performance requires a well-executed approach to organizational and personal learning. Organizational learning includes both continuous improvement of existing approaches and significant change, leading to new goals and approaches. Learning needs to be embedded in the way your organization operates.

Valuing Staff and Partners - An organization's success depends increasingly on the diverse backgrounds, knowledge, skills, creativity, and motivation of all its staff and partners, including both paid staff and volunteers, as appropriate.

Building Partnerships-Organizations need to build internal and external partnerships to better accomplish overall goals.

Agility -Success in today's ever-changing environment demands agility—a capacity for rapid improvements in service quality. Agility encourages improvements in organization, quality, cost, customer focus, and productivity.

Focus on the Future -In today's environment, creating a sustainable organization requires understanding the short- and longer-term factors that affect your organization and marketplace.

Managing for Innovation - Innovation means making meaningful change to improve an organization's services, programs, processes, and operations and to create new value for the organization's stakeholders. Innovation should lead your organization to new dimensions of performance innovation.

Service Performance Index (SPI) Results

Readers are reminded that a score over 600 is desirable and meets the performance goal. SPI scores over 700 are considered high scores. **For BEST Cycle XXII, the average SPI score was 683.** Projects are unique and different and for this reason, performance comparison is only feasible for programs of similar scope..

Eight (8) grantees had high SPI scores over 700, twelve (12) grantees had desirable scores of between 600-699, and two (2) grantees missed the SPI performance goal of 600 SPI score. One grantee was exempt from participating in the SPI calculation.

The high performing SPI scores were achieved by :

1. Alum Rock Counseling Center
2. Asian American Recovery Services
3. Asian Americans for Community Involvement PLUS Services
4. Bill Wilson Center
5. California Community Partners for Youth, Inc. (CCPY)
6. Family and Children Services (FAST)
7. Filipino Youth Coalition
8. Firehouse Community Development Corporation

Desirable SPI scores were achieved by:

1. California Youth Outreach
2. Center for Training and Careers
3. CommUniverCity San Jose Youth Voices
4. Family First - Eastfield Ming Quong (EMQ)
5. Fresh Lifelines for Youth (FLY)
6. Generations Community Wellness Girls on the Move
7. George Mayne Elementary SCUSD.
8. Girl Scouts of Northern California
9. Joyner Payne Youth Services Agency
10. Next Door Solutions to Domestic Violence
11. The Tenacious Group
12. Ujima Adult & Family Services

SPI score performance goal of above 600 was missed by:

1. Catholic Charities of Santa Clara
2. Pathway Society, Inc.

Exempt from SPI score calculation:

Asian American SC Co. Pathways to Success did one time gang awareness presentations to children, youth and parents.. Given their unique scope of work, this grantee was exempt from participating in SPI calculation.

Note: BEST Service Providers are list by alphabetical order